

Beyond Boundaries

The “Beecham” Review: July 2006

“Wales could become a model for how services are delivered in small countries, but the programme of reform will need to go faster and deeper”

- The Welsh Assembly Government established the review in July 2005, as part of its action plan for implementing **Making the Connections** – its strategy for improving public service delivery in Wales
- The review was chaired by Sir Jeremy Beecham, assisted by Dame Gillian Morgan and Sir Adrian Webb. Professor Steve Martin was the academic advisor to the review



Illustrative Milestones: Phase 1: Initial action 2007-8

Action		By When
Strategic delivery and finance challenge capacity in place		December 2006
Leadership training programme for elected members and NHS non executives	WAG, WLGA, PSMW, NLIAH	Effective April 2007
Joint strategy for cross-sector leadership development	PSMW, NLIAH, WAG, WLGA,	Effective April 2007
Review and revise scrutiny structures and processes, report progress annually	National Assembly	May 2007
Review of regulation/consent regimes	WLGA, WAG	Report July 2007
Report on progress on joint back-office and transactional services	WLGA, NHS bodies and other stakeholders	July 2007
Guidance on new scrutiny model agreed by stakeholders	WLGA, WAG, NHS bodies, third sector	September 2007
Agree core set of minimum national standards/entitlements	WAG, WLGA and other stakeholders	September 2007
Agreed format for publishing comparative performance data across sectors	WAG, WLGA, NHS bodies & stakeholders	September 2007
First Annual Report on the Performance of Public Services in Wales	WAG	Published April 2008
1st tranche of shared back-office services / waste management agreements in place	WLGA, NHS bodies	July 2008
Progress report on joint services/ appointments in other services	WLGA, NHS bodies, other stakeholders	July 2008
Joint scheme for peer reviews	Third sector, NHS bodies, WLGA	Scheme Jul 2007 Effective Jul 2008

This aide memoire has been produced by Healthcare Alliances and does not necessarily represent the policy neither of the Welsh Assembly Government nor of the review team. It is designed to be read in conjunction with the substantive document which can be downloaded from: www.wales.gov.uk



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Recommendations for leaders, political and executive, professional and managerial, of public service organisations in Wales

Implement the citizen model of public service delivery by:

- driving service improvement by promoting local pride, ambition & public accountability
- fostering greater trust in public services through openness and meeting expectations
- demonstrating ambitious, citizen-centred delivery across sectors
- publishing balanced information on the performance of services, and public satisfaction
- engaging citizens in a public debate on priorities and the case for change
- putting in place simple and speedy processes for complaint and redress

Be strong on delivery by:

- developing highly effective leaders and managers, working across agencies & sectors
- creating a management and financial context which rewards innovation to make services more personalised and responsive to the needs of the citizen

- workforce planning across sectors to support multi-agency working & service delivery
- creating a culture which encourages learning from best practice at every level
- using and sharing data to benchmark performance and identify excellent practice
- supporting diversity of provision to increase choice and personalisation, by developing the capacity of the third sector and capitalising on the skills of the private sector

Ensure that partnership working delivers tangible benefits for citizens by:

- working effectively across boundaries to deliver outcomes that matter most to citizens
- moving from voluntary co-operation to pooled sovereignty models of joint working, and prioritising manageable strategic issues which require corporate partnership approach
- managing relationships, demonstrating partnership behaviour, avoiding cost shunting and sharing benefits
- developing the business process and skills to support ambitious partnership models
- working beyond internal, external, geographical & sector boundaries
- creating trust by delivering on commitments
- sharing the analytical capacity needed to inform joint strategy and delivery
- skilful negotiation of win-win bargains of a kind which will sustain partnership working

Enhance challenge by:

- creating simpler and sharper performance management consistent across sectors
- using comparative performance information to encourage sustained improvement
- learning from peer review and seeking out best practice
- identifying services that are under performing and providing support for improvement
- embracing a more mixed economy of provision in order to improve standards & choice
- creating capacity within organisations which enables them more effectively to co-ordinate